



**Special issue**

**J-SCOPE**

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***Shalikashvili retires***

■ *Shalikashvili receives Defense Distinguished Service Medal and Presidential Medal of Freedom.*

By Staff Sgt. Lee Roberts, USAF  
J-Scope Editor

FORT MYER, Va. — After 39 years, three months and one day on active duty, Gen. John M. Shalikashvili's long journey from Army private to chairman of the Joint Chiefs of Staff came to a fitting end today.

At Summerall Field, members of every service paid tribute to the chairman with full military honors while President Bill Clinton and Secretary of Defense William S. Cohen decorated and thanked the general.

# President, secretary of defense say farewell to nation's highest general



Photo by Air Force Master Sgt. Mamie M. Burke

**President Bill Clinton (Left) presents Gen. John M. Shalikashvili the Presidential Medal of Freedom. Joan Shalikashvili and Secretary of Defense William S. Cohen watch the presentation.**

Cohen first awarded Shalikashvili his fourth Defense Distinguished Service Medal, and Clinton then presented the chairman the prestigious Presi-

dential Medal of Freedom.

In saying goodbye to his close adviser and friend, Clinton praised Shalikashvili for his wisdom, counsel and leadership. He also lauded the nation's top military general for his "sterling record" in managing the downsizing of forces while upgrading capabilities and readiness, improving military doctrine and training, and his part in bringing Europe together at last in "liberty, democracy and peace."

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Photo by Air Force Staff Sgt. Lee Roberts

Gen. John M. Shalikashvili (Right), chairman of the Joint Chiefs of Staff, reviews the troops for the final time today with President Bill Clinton and Secretary of Defense William S. Cohen.

## Shali

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“One of the proudest moments of my presidency was standing with Shali in Warsaw (Poland) as we celebrated NATO’s enlargement and welcomed the people of his original homeland back home to the family of freedom,” Clinton said.

During Shalikashvili’s tenure as chairman, he oversaw more than 40 operations from Bosnia to Haiti, the Taiwan Straits, Iraq, Rwanda, Liberia and more.

With Shalikashvili at the helm, the president said

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the troops performed superbly because they trusted the general's caring and constant contact, the way he warms their hearts with his pride in them, and the humility, honesty, graciousness and respect he shows to others.

Shalikashvili thanked the president, secretary of defense and Vice President Al Gore for their willingness to keep America's armed forces the very best in the world, and for their concern for the safety and welfare of the men and women who serve, and their families.

The 13th chairman of the Joint Chiefs of Staff reminisced of his earliest memories of Warsaw, Poland, his birthplace, and the long journey to

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Photo by Air Force Staff Sgt. Lee Roberts

**Gen. John M. Shalikashvili returns to the viewing stand after saying farewell to the troops at Fort Myer's Summerall Field today.**



**(Left) President Bill Clinton praises Gen. John M. Shalikashvili and wife Joan for their years of service to the nation. He presented the Presidential Medal of Freedom to the general and the Defense Distinguished Public Service Award to Joan Shalikashvili. (Photo by Air Force Master Sgt. Mamie M. Burke)**

## Shali

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the podium he stood at for his retirement.

"In truth, these 39 years have passed by in the wink of an eye," he said. "For it seems like only yesterday that I, a brand new draftee from Peoria, Illinois, started my journey as a wide-eyed trainee in the green hills of Fort Leonard Wood, Missouri."

Shalikashvili said his experiences seem like they happened only "yesterday. But when all is said and done, it is my family to whom I owe the greatest debt of gratitude."

The general said it has been a 30-year, wonderful

journey with his wife Joan, holding hands together every step of the way.

"How lucky I am to be married to my best friend, who shares my love for soldiers and has given so much to them and to their families. Joanie, we always said that together we could make it, for that's the kind of stuff we're made of. Well, we've made it, and I love you."

The chairman's last words were for the soldiers for whom he gave 39 years of his life. "Many years ago, when he was asked what his last wish would be, Black Jack Pershing said that when the last bugle is sounded, I want to stand with my soldiers. And so when in years hence the



Photo by Air Force Staff Sgt. Lee Roberts

**The Fife and Drum Corps, 3rd U.S. Infantry Division, the Old Guard, passes the reviewing stand honoring Gen. John M. Shalikashvili.**

last bugle sounds, I hope to stand with you, as ramrod straight and as proud as you stand before us today. In the years to come, no matter what I do, no mat-

ter where I go, no matter what I will become, in my heart I pray I will always remain one of you - a soldier."

**Editor's note: Gen. John M. Shalikashvili spoke at the National Press Club in Washington, D.C., Wednesday (Sept. 24). The following are excerpts from that final public speech.**

### *On America's security:*

Today, thanks in part to the great work done by our men and women in uniform, our nation has never been more secure. As a matter of fact, today the difference, or "delta" between capabilities of our military forces and the military forces of those who would wish us ill is greater than at any time in my 39 years of service.

### *On readiness:*

We must do all we can to insure we remain fully ready. To do less would find us unable to meet our operational requirements and would en-

danger our men and women in uniform. First and foremost, our forces must remain ready, manned, equipped and trained to fight and win our nation's wars.

### *On the Armed Forces:*

While it is possible to debate the wisdom of America's involvement in this or that operation, there is no doubt about the magnificent performance of our men and women in uniform in these varied and often very difficult operations.

Most of all, our operational excellence came about because of the dedication, the sacrifice, and the hard work of 3 million soldiers, sailors, airmen, and marines of the Total Force.

### *Employment of forces:*

Our challenge now is to remain very selective in the employment of our forces. Whenever and however

used, our forces need a clear mission, a straight-forward chain of command, robust rules of engagement that allow them to get the mission accomplished and to properly protect themselves, and sufficient forces to get the job done.

### *The Defense drawdown:*

What is important to remember is that each time in our history that the Armed Forces underwent such massive reductions, whether after World War I, or World War II, or after the Korean War, or after Vietnam, such reductions were always accompanied by a dramatic nose dive in our military capabilities and in our readiness. But not this time. We have managed this huge drawdown and created a significantly smaller, but

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pound-for-pound, an even more capable, ready force.

### *On Bosnia:*

Thanks to our nearly 10,000 troops and the forces of 36 allied and partner nations, we have stopped the ethnic cleansing and the slaughter, and through our presence we have reduced the risk that fighting will once again break out in the Balkans. By any standard, our force in Bosnia to date has been a great success and a prudent investment.

### *On misconduct:*

Hazing and sexual harassment destroy the personal dignity of the individual, damage morale, inhibit teamwork, and thus blunt our com-

bat readiness. They are flat wrong, and we must not tolerate them.

### *Infrastructure reform:*

I suggest that we must have a new Goldwater-Nichols Act, to do for the infrastructure of the Armed Forces what the original Goldwater-Nichols did for our operational forces.

### *On base closures:*

Put simply, we are now paying for bases we don't need, and we don't have the money for things we do need.

### *On "jointness:"*

Today we have so mastered joint and combined operations that our forces have become the envy of every military in the world. We have for the first time in our history taken jointness deep into the future. If we implement JV 2010 correctly, the nation, decades hence, will have a much

more effective joint force, one capable of fighting and winning across the entire spectrum of future operations.

### *On parochialism:*

But we shouldn't believe that all of our gains in jointness are chiseled in stone, and that the path ahead is clear. There are those who look at the excellence of the Joint Staff and, rather than try to lift others to that same level, feel threatened by the Joint Staff and would rather cut it down to size. We must not allow that to happen.

### *Value of the Joint Staff:*

America's operational excellence rests in no small measure on the excellence of our senior military staff, the Joint Staff.

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### *Future requirements:*

Just as today, the Armed Forces in 2010 will need quality men and women, innovative leaders, superb training, and top-notch equipment. And all of this in my mind begins with quality men and women.

### *The value of education:*

To give our Armed Forces the kind of people we need, America must have a first-class educational system, one that produces fit, well adjusted young men and women, who have strong values, who can think and who can handle modern technology. Fixing our high schools and supporting our universities are critical to our national security, because their product, educated young people, will ulti-

mately form the heart and soul of our Total Force.

### *Understanding the military:*

Military experience, inside and outside the government, is becoming more rare, and this can potentially affect civilian understanding of their Armed Forces. In my view, the American people must learn more about their military, and the military must do a better job of explaining our views, our problems, and our requirements to the American people.

### *The future:*

Out to the year 2010, our forces in the field will likely face a wide range of threats, from terrorists, to rogue states equipped with weapons of mass destruction, to potent regional powers. And beyond that period, we may even face a peer competitor, another power with the re-

sources to challenge us on a global scale. In such a world, with our considerably smaller forces, we must remain ready for threats to our interests, and be prepared, on short notice, to execute a wide range of tasks, from assisting with humanitarian disasters here and abroad, to peace-keeping, to the most challenging regional conflicts.

### *His successor:*

Hugh Shelton is a most impressive soldier, who has the judgment, the intellect, and the broad experience at home and abroad, in peace and in war, to lead our Armed Forces into the 21st Century.

### *His own future:*

You may not think I will really open a hardware store, but you are wrong. And you will all get a ten percent discount! **(See page 12)**

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**A**s my tenure as chairman comes to a close, please accept deepest thanks for the outstanding support and sacrifice during the past four years. Without this dedicated service, it would not have been possible to have fulfilled the many responsibilities facing us, nor could the myriad of actions been accomplished without you as members of the premier team.

We have been faced with many



**Gen. John M. Shalikashvili and wife Joan.**

challenges. U.S. forces have embarked on 40 joint task forces and major military operations on a

global scale. U.S. troops have been deployed to bring peace to warring factions in Bosnia-

Herzegovina, restored democracy in Haiti, enforced U.N. mandated sanctions against Iraq, and answered numerous calls for humanitarian assistance at home and abroad. Partnership for Peace Program and NATO enlargement have required strategic initiatives while quality of life issues have been a vital ingredient to maintain a high degree of readiness and retention of the force. Many of you have been busy with details to create a framework of doctrine and programs to exploit technology and to

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## Farewell

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advance new levels of effectiveness in joint warfighting.

The unselfish devotion to duty and use of your time and talents have been magnificent. The

long hours, hard work and personal sacrifices you have made are greatly appreciated. This extraordinary dedication, hard work and enthusiasm have been of tremendous importance to the national and defense leaders. It is a pleasure, therefore, to

recognize your achievements with the Joint Meritorious Unit Award -- these efforts have made a definite difference. I am confident this loyal support will continue during General Shelton's tenure and beyond.

Thanks for a job well

done! Mrs. Shalikashvili joins me in wishing you and your families all the best for the future.



**John M. Shalikashvili**  
*Chairman of the Joint Chiefs of Staff*

# Chairman recognizes Joint Staff achievements

**(Editor's note: The following is the citation that accompanies the award of the Joint Meritorious Unit Award to the Joint Staff)**

"The Joint Staff distinguished itself by exceptionally meritorious achievement from Jan. 2, 1995 to Sept. 30, 1997. During this period, the outstanding efforts of the men and women of the Joint Staff, in support of the Joint Chiefs of Staff, contributed immeasurably to a series of

successful outcomes that significantly enhanced the security of the United States. The Joint Staff coordinated and directed the efforts of the Armed Forces of the United States in response to numerous crisis situations throughout the world and an unparalleled variety of intelligence collection, negotiations, evacuations, and policy initiatives. These challenges included supporting peacekeeping operations in Bosnia, strengthening

of the democratic government in Haiti, halting the North Korean nuclear program, constraining Iraqi aggression, assisting counterdrug operations, furnishing crucial support in completing the NATO-Russia Founding Act, attainment of the Anti Ballistic Missile Demarcation agreement with Russia, contributing to the

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## Joint Meritorious Unit Award

### Unit award

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approval of the Conventional Forces in Europe Treaty, and helping to shape the Quadrennial Defense Review. The Joint Staff played a leading part in other important initiatives including the implementation of Joint Vision 2010, the development and introduction of the Global Com-

bat Support System and its supporting logistics information systems, managing the Deep Attack Weapons Mix Study, and fielding the Initial Operational Capability of the Global Command and Control System. By their exemplary performance of duty, the members of the Joint Staff have brought great credit upon themselves, their Service, and the Department of Defense."

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## *Parting* Shot

### *Happy trails*

The chairman often joked about retiring and opening his very own hardware store. Whether he does or not, the Joint Staff wishes Gen. John M. Shalikashvili and wife Joan continued happiness and success in all their endeavors. (Digitally altered photograph)